Newcomer Welcome & Inclusion Policy

Phase 3 Implementation Plan Stakeholder Engagement Summary

Background

The Newcomer Welcome & Inclusion Policy (Policy) and Strategic Framework (Strategic Framework) was adopted by Council on February 27, 2020. The Policy presents a vision for how the City of Winnipeg (City) can better support the settlement and integration of Newcomers, and foster a welcoming, inclusive, and equitable city for all new residents of Winnipeg.

The Newcomer Welcome and Inclusion Strategic Framework accompanies the Policy and provides a roadmap for the City to implement the Policy. Some of the key activities identified within the Strategic Framework have been and continue to be implemented within existing resources. Many other key activities remain unfunded at this time.

Council directed the Public Service to report back on the status of the Phase 2 Implementation Plan, and prioritize activities for the Phase 3 Implementation Plan. Council also directed that the Phase 3 Implementation Plan should include estimated resource requirements to be considered for the next four-year budget cycle (2024-2027).

Engagement

In September 2022, the City reached out to organizations that serve newcomers, as well as ethno-cultural organizations, to discuss the Policy and Strategic Framework. Two workshops were held with community stakeholders. The workshops included a discussion on the successes and challenges of the Policy, as well as discussion on the key activities under each pillar within the Strategic Framework.

Stakeholder input was used to inform the key activities that should be prioritized in the next phase of implementation and identify gaps in the Policy.

Stakeholder workshop notes are available in Appendix A. Workshop details are in Table 1.



Figure 1: Participants provide input at a workshop



Figure 2: Participants vote on key activities

Table 1: Stakeholder engagement activities

Date	Activity	Attendees
September 20, 2022	Workshop – Newcomer Service Providers	21
September 20, 2022	Workshop – Ethno-Cultural Organizations and Newcomer Youth	16

What we heard

The City presented a review of the Policy with workshop participants. Participants were asked to reflect and share the successes and challenges associated with the Policy. Successes and challenges identified by participants include:

Successes

- Third Party Referral program for the Recreation fee subsidy and Temporary Recreation Pass for Refugees
- Strong partnerships and collaboration between the City and community
    - Partnership on anti-racism initiatives
- Diversity & Equity Fire Training Program (DEFT)
- Targeted job fair for newcomer youth
- Anti-oppression training for City leaders
- Hiring dedicated staff from newcomer backgrounds to work on newcomer issues
- Increased outreach of the Winnipeg Police
- Partnership on Newcomer Welcome Fair
- Opening the Equity & Inclusion Office at the City
- Increase in programs available to newcomers

Other frequently noted successes, not directly associated with the Policy include:

- WINNpass
- Newcomer eligibility for Employment and Income Assistance (EIA)

Challenges

- Barriers to access programs and services for newcomers such as recreation, WINNpass
- Lack of funding/resources for policy implementation
- Lack of access to information for newcomers about City programs and services
- Need for improved communication between the City and the Province, sector, and community (in particular newcomers that do not access settlement services)
- Need more champions at the City – internally within departments and at the political level
- Lack of safe space for ceremony
- City programs and services not always culturally safe or relevant (i.e. no interpretation, cultural brokers)
- Lack of public awareness about the Policy
- Lack of financial empowerment/adaptive programs for newcomers

- Newcomer communities not able to access City facilities for events (should be low or no cost; a lot of red tape)
- Lack of long-term anti-oppression training plan for City staff, including Police services
- More diverse workforce at the City is needed
- Access to data is needed to support policy changes
- Lack of civic engagement for newcomers due to barriers such as no voting rights for Permanent Residents

Other frequently noted challenges, not directly associated with the Policy include:

- Lack of support for people living in precarious situations
- Limited access to housing
- Community safety
- Need for a dedicated phone number for newcomers to get information about programs and services
- 311 has long wait and response times

Key activities

The Strategic Framework includes objectives and key activities related to each of the five strategic priorities:

1. A welcoming city
2. A city without racism
3. Equitable and accessible services
4. A representative workforce
5. Active implementation

The project team reviewed the key activities and provided a status update on the Strategic Framework. The update included whether the activity is in progress, delayed due to COVID-19 or requires additional funds and/or resources to move forward.

Participants were asked to vote for their top five key activities through a 'dotmocracy' activity by placing stickers (5 each) beside the key activities they think should be prioritized in the next phase of implementation.

Table 2 outlines the top seven supported key activities by participants that were identified at the workshops.

For the full list of all the key activities and their overall rank, see Appendix B.

Table 2: Dotmocracy results

Rank	Strategic Priority & Objective	Key Activity		Dots
#1	**Strategic Priority:** A city without racism **Objective:** Train the Public Service on anti-oppression, including anti-racism and cross-cultural competency.	2.2.1	Develop and implement anti-oppression training to the City of Winnipeg Public Service. Focus on anti-racism, intersectionality, immigrant and refugee issues, cross-cultural competency, and provide tools to support inclusivity in all City work.	**19**
		2.2.2*	Winnipeg Police Service sworn members to receive training in bias-free policing on a more regular basis (every 3-5 years). *Key activities 2.2.1 and 2.2.2 were combined for this activity based on participant feedback.	
#2	**Strategic Priority:** Active implementation **Objective:** Collaborate with other levels of government to support better inclusion, settlement, and integration of Newcomers.	5.4.1	Pursue partnerships and funding opportunities to support implementation of the Strategic Framework, including but not limited to: employment and training programs, affordable housing programs, etc. For example, explore re-opening the 'Winnipeg Private Refugee Sponsorship Assurance Program'.	**17**
#3	**Strategic Priority:** A representative workforce **Objective:** Diversify the Public Service by creating opportunities for Newcomers and employment equity seeking groups.	4.1.1	Develop a Diversity Hiring Program aimed at increasing employment opportunities for newcomers and employment equity groups. This should include: employment equity training programs, language skills inventory, development of targets and timelines for equity hiring, etc.	**16**
#4	**Strategic Priority:** Active implementation **Objective:** Dedicate staff resources to support Newcomer programs and services and implement the Strategic Framework.	5.1.1	Create a Newcomer Services Coordinator position in Community Services and an Equity and Diversity Coordinator position in Human Resource Services to oversee and coordinate implementation of the full Strategic Framework with internal and external partners.	**15**

Rank	Strategic Priority & Objective	Key Activity		Dots
#5	**Strategic Priority:** A representative workforce **Objective:** Create training and employment opportunities for Newcomer youth at the City.	4.2.1	Develop a Newcomer Youth Employment Strategy. Activities to include: paid internships, targeted newcomer job fairs/recruitment drives, consideration of 'newcomer preferred' designations etc.	**12**
#6	**Strategic Priority:** Equitable & Accessible Services **Objective:** Improve access to recreation for Newcomers, and adapt services and programs to meet Newcomers' unique needs.	3.2.1	Review and apply methods of data collection related to participant needs, interests, barriers, etc., to inform future program development.	**11**
#7	**Strategic Priority:** A city without racism **Objective:** Work to build understanding between Newcomers and Indigenous people.	2.4.2	Foster effective relationships between Indigenous and newcomer groups through community connections that support dialogue.	**10**

Gaps

In small groups, participants were asked to discuss the key themes or activities that are missing from the Policy and report back to the group. Some participants shared their frustrations about how difficult it is to find, learn, and access the programs and services the City offers.

Some workshop participants also noted that if Winnipeg truly envisions itself as a welcoming city, the City needs to work in collaboration with the settlement stakeholders as well as ethnocultural communities to:

- Produce materials in plain language
- Translate City materials in different languages
- Offer presentations on key City services in efforts to reduce existing barriers

Additional gaps and ideas identified by participants include:

- Access without Fear Policy[1]
- Engagement with community related to permanent resident voting
- Mental health strategy for newcomers
- Financial literacy and empowerment training and programs
- Communication strategy to inform the public about the contributions of newcomers to the City
- Municipal nominee program
- Legal aid and other services for people with precarious status
- Support to create a community ethno-cultural centre
- Free Transit to and from Downtown and areas newcomers access programs and services
- Strategy to reach newcomers that do not use settlement services
- Strategy to retain newcomers
- Programs for newcomer moms
- Affordable housing initiatives
- Employment mobility pathway pilot program

Next steps

Input received from the stakeholder engagement process will guide the development of Phase 3 Implementation of the Strategic Framework.

The Public Service will report back to the Human Rights Committee of Council (HRCC) in March 2023 for their consideration. The report will include an update on the status of the Phase 2 Implementation, as well as priority activities for Phase 3, including estimated resource requirements. The report will then be presented to the Executive Policy Committee and to Council for consideration. The advancement of some key Phase 3 activities will be dependent on Council approval for staff and program funding for the Policy.

Appendices

Appendix A – Workshop notes
Appendix B – Workshop results

[1] The *Access without Fear* policy aims to reassure people with no immigration status that they can access police services without fear they may be reported and ultimately detained, or deported.

Appendix A – Workshop Notes

Newcomer Welcome and Inclusion Policy & Strategic Framework - Phase 3 Implementation Plan

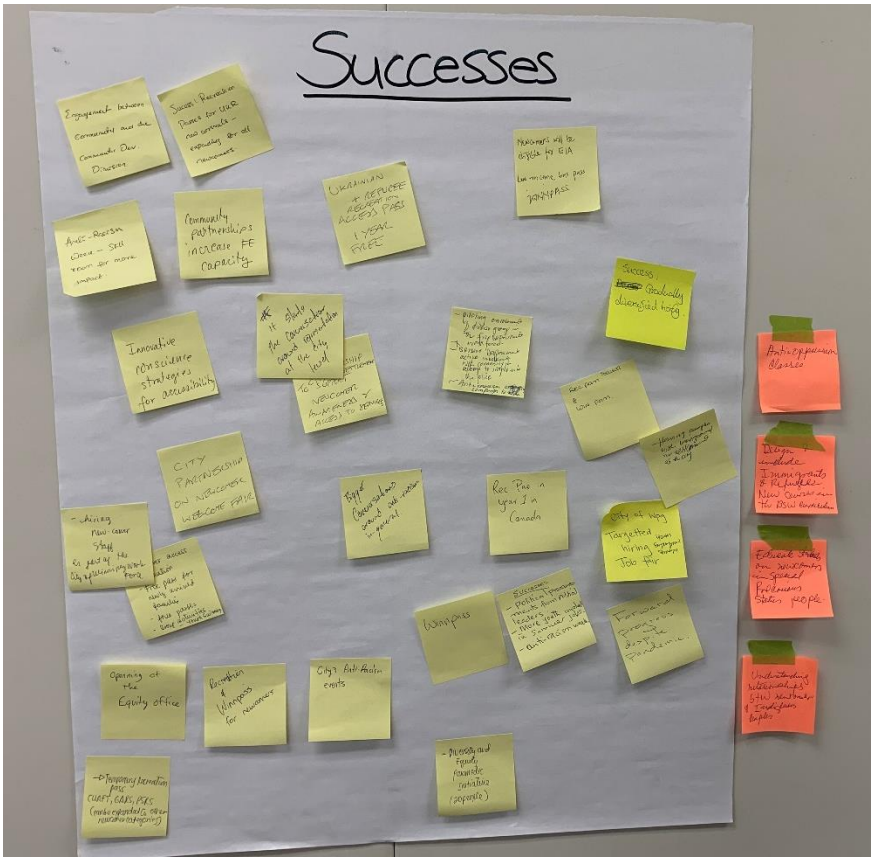
Workshop #1 – Newcomer service providers

Location:	St. Boniface Library	**Date:**	September 20, 2022
Attendees:	21	**Time:**	12 – 2:00 p.m.

Workshop Notes:

Successes

What are some of the successes you associate with the Newcomer Welcome and Inclusion Policy?



Sticky notes:

- Engagement between community and the Community Development Division
- Recreation passes for Ukrainian and Refugee new arrivals – expanding for all newcomers
- Recreation pass
- Free passes for newly arrived families, group activities (youth swimming)
- Ukrainian and refugee recreation access pass – 1 year free

- Rec pass in year 1 in Canada
- Anti-racism week: still room for more impact
- Community partnerships increase FE capacity
- Newcomers will be eligible for EIA
- Low income bus pass WINNpass
- WINNpass
- WINNpass
- Recreation and WINNpass for newcomers
- City's anti-racism events
- Temporary recreation pass (UAFT, GARS, PSRS, can be expanded to other newcomer categories)
- Innovative conscience strategies for accessibility
- It starts the conversation around representation at the City level
- Strong partnership with City and Settlement to support newcomer awareness and access to services
- Piloting involvement of diverse group in the fire department workforce
- Service department active involvement with community in attempt to implement the policy
- Anti-racism campaign
- Gradually diversified hiring
- Having people with background in settlement at the City
- Targeted youth employment strategy – hiring job fair
- Anti-oppression classes
- Design and include immigrants and refugee new courses in the BSW curriculum
- Understanding the relationships with newcomer and Indigenous peoples
- Hiring newcomer staff as part of the City of Winnipeg workforce
- City partnership on newcomer welcome fair
- Bigger conversations around anti-racism in general
- Political pronouncements from political leaders
- More youth involved in summer job fair
- Anti-racism week
- Forward progress despite pandemic
- Opening of the Equity Office
- Diversity and Equity pandemic initiative (20 people)

Group discussion:

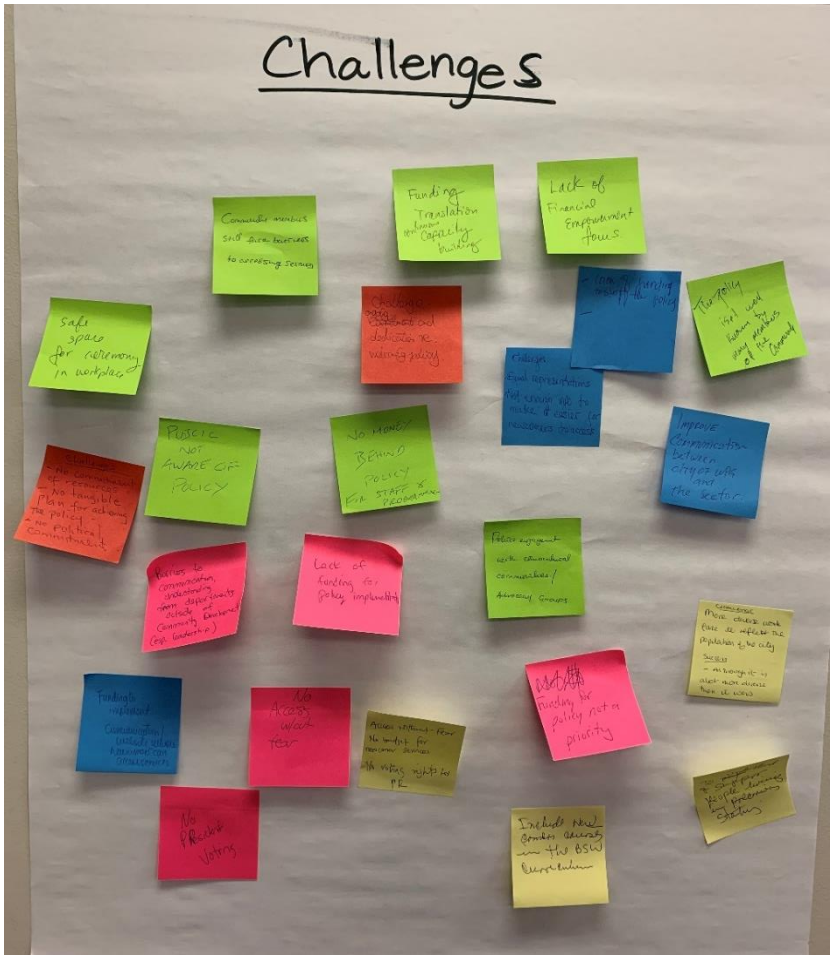
- Targeted job fair for Newcomer youth – The targeted job fair for youth was an opportunity for many of our youth to get on the spot interview with employers. This created about 12 positions for our youth. The City paid for the criminal record check and First Aid-CPR training and provided equipment necessary for the jobs upfront which was key (instead of having to get reimbursed).

- While this initiative is great, the focus is currently seasonal jobs. The City could explore pathways to management level roles.

- Hiring of newcomers
- WINNpass – 50% reduction for low income folks
- Newcomers being qualified to receive EIA
- Third party referrals for recreation fee subsidies – program that allows agencies to vouch for their participants/clients so that they can get fee subsidies, leisure guide credits and programming
- Anti-racism initiatives
- This policy creates an umbrella for all of us and acts a catalyst for more change. Example: two new core courses developed for the Social Work program
- Hiring of dedicated staff that work on newcomer issues
- High level messaging from the Mayor and CAO – creates positive narrative

Challenges

What are some of the challenges you associate with the Newcomer Welcome and Inclusion Policy?



Sticky notes:

- Community members still face barriers accessing services

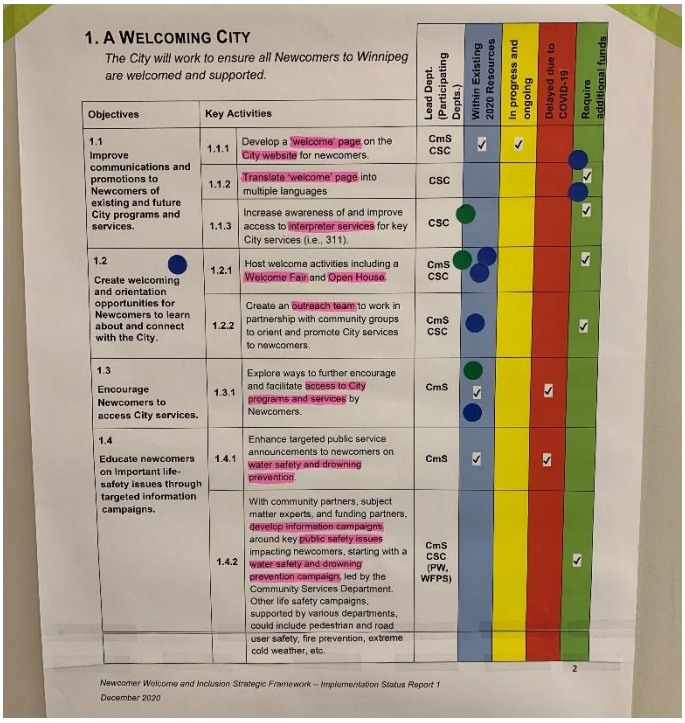
- Funding for translation, continuous capacity building
- Lack of financial empowerment focus
- Safe space for ceremony in the workplace
- Challenge and dedication re: welcoming policy
- Lack of funding so staff the policy
- The policy isn't well known by many members of the community
- Public is not aware of the policy
- No commitment of resources
- No tangible plan for achieving the policy
- No political commitment
- No money behind policy for staff and programming
- Equal representation
- Not enough info for make it easer for newcomers to access
- Improve communication between City of Winnipeg and the sector
- Barriers to communication, understanding from departments outside of Community Development (especially leadership)
- Lack of funding for policy implementation
- Police engagement with ethnocultural communities/advocacy groups
- Funding to implement
- Communication/website where newcomers can access services
- No "Access without Fear"
- Access without Fear
- No budget for newcomer services
- No voting rights for PR
- Funding for policy not a priority
- More diverse workforce to reflect the population of the City (although it is a lot more diverse than it was)
- Include newcomers' course in the BSW curriculum
- To understand and support people living in precarious status

Group discussion:

- Lack of funding
- Lack of participation from many other departments
    - Not as much buy in other departments
- Culture of welcoming – needs more outreach and messaging
- Missing from the strategy - Engagement for permanent resident voting
- Missing from the strategy - Access without Fear
- Very little commitment from the political leadership to the policy
- Need more political champions to ensure resources and that other issues are included in the strategy

Key activities

What key activities should be prioritized in the next phase of implementation?



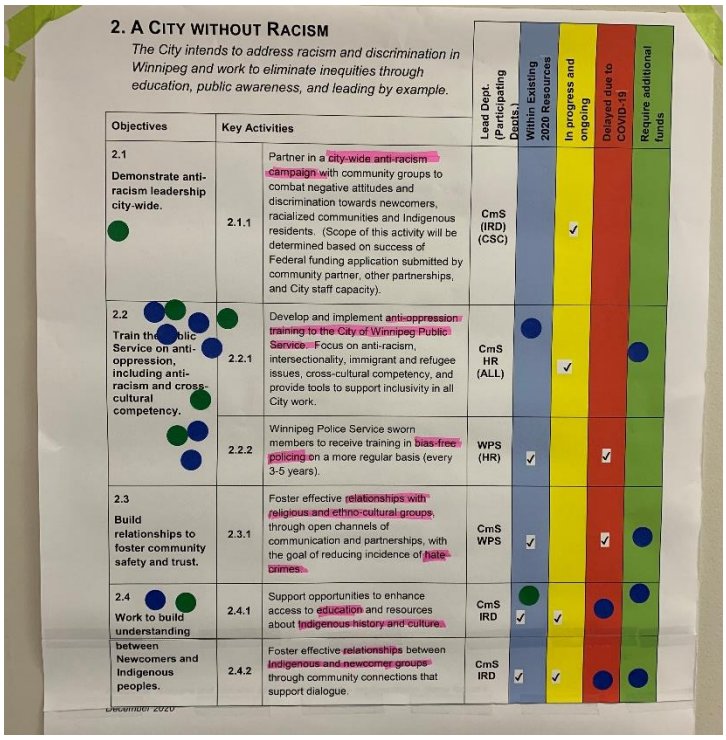
1. A Welcoming City

The City will work to ensure all Newcomers to Winnipeg are welcomed and supported.

Objectives		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Require additional funds
1.1 Improve communications and promotions to Newcomers of existing and future City programs and services.	1.1.1	Develop a 'welcome' page on the City website for newcomers.	CmS CSC	✓	✓		
	1.1.2	Translate 'welcome' page into multiple languages	CSC				✓
	1.1.3	Increase awareness of and improve access to interpreter services for key City services (i.e., 311).	CSC				✓
1.2 Create welcoming and orientation opportunities for Newcomers to learn about and connect with the City.	1.2.1	Host welcome activities including a Welcome Fair and Open House.	CmS CSC				✓
	1.2.2	Create an outreach team to work in partnership with community groups to orient and promote City services to newcomers.	CmS CSC				✓
1.3 Encourage Newcomers to access City services.	1.3.1	Explore ways to further encourage and facilitate access to City programs and services by Newcomers.	CmS	✓		✓	
1.4 Educate newcomers on important life-safety issues through targeted information campaigns.	1.4.1	Enhance targeted public service announcements to newcomers on water safety and drowning prevention.	CmS	✓		✓	
	1.4.2	With community partners, subject matter experts, and funding partners, develop information campaigns around key public safety issues impacting newcomers, starting with a water safety and drowning prevention campaign, led by the Community Services Department. Other life safety campaigns, supported by various departments, could include pedestrian and road user safety, fire prevention, extreme cold weather, etc.	CmS CSC (PW, WFPS)				✓

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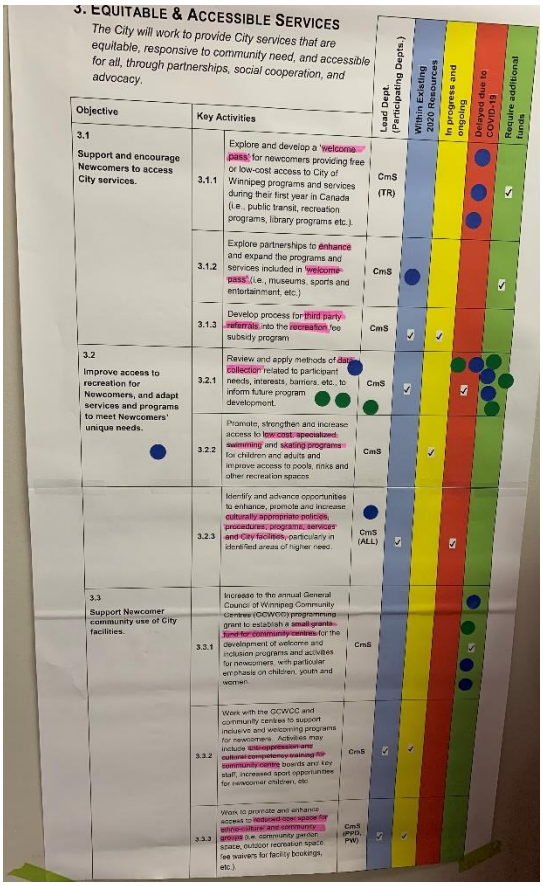


2. A City without Racism

The City intends to address racism and discrimination in Winnipeg and work to eliminate inequities through education, public awareness, and leading by example.

Objectives		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Require additional funds
2.1 Demonstrate anti-racism leadership city-wide.	2.1.1	Partner in a city-wide anti-racism campaign with community groups to combat negative attitudes and discrimination towards newcomers, racialized communities and Indigenous residents. (Scope of this activity will be determined based on success of Federal funding application submitted by community partner, other partnerships, and City staff capacity).	CmS (IRD) (CSC)		✓		
2.2 Train the Public Service on anti-oppression, including anti-racism and cross-cultural competency.	2.2.1	Develop and implement anti-oppression training to the City of Winnipeg Public Service. Focus on anti-racism, intersectionality, immigrant and refugee issues, cross-cultural competency, and provide tools to support inclusivity in all City work.	CmS HR (ALL)		✓		
	2.2.2	Winnipeg Police Service sworn members to receive training in bias-free policing on a more regular basis (every 3-5 years).	WPS (HR)	✓		✓	
2.3 Build relationships to foster community safety and trust.	2.3.1	Foster effective relationships with religious and ethno-cultural groups, through open channels of communication and partnerships, with the goal of reducing incidence of hate crimes.	CmS WPS	✓		✓	
2.4 Work to build understanding between Newcomers and Indigenous peoples.	2.4.1	Support opportunities to enhance access to education and resources about Indigenous history and culture.	CmS IRD	✓	✓		
	2.4.2	Foster effective relationships between Indigenous and newcomer groups through community connections that support dialogue.	CmS IRD	✓	✓		

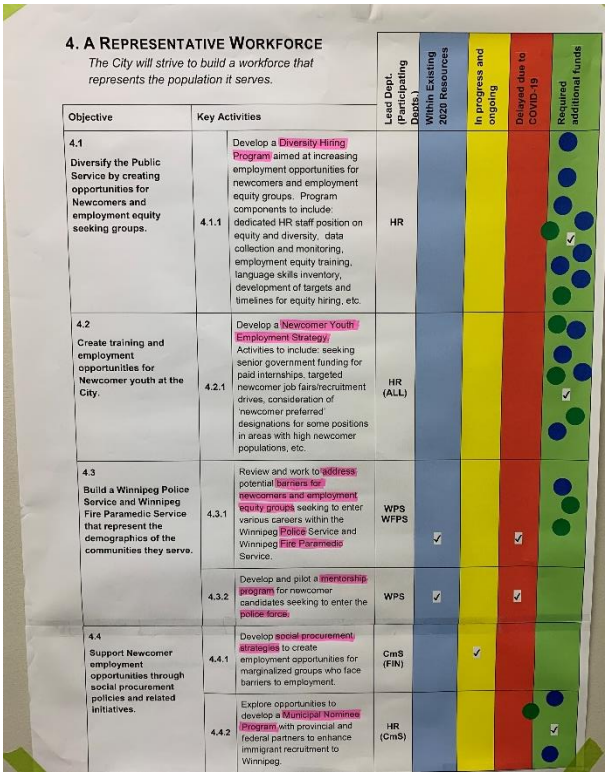
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3. Equitable & Accessible Services

The City will work to provide City services that are equitable, responsive to community need, and accessible for all, through partnerships, social cooperation, and advocacy.

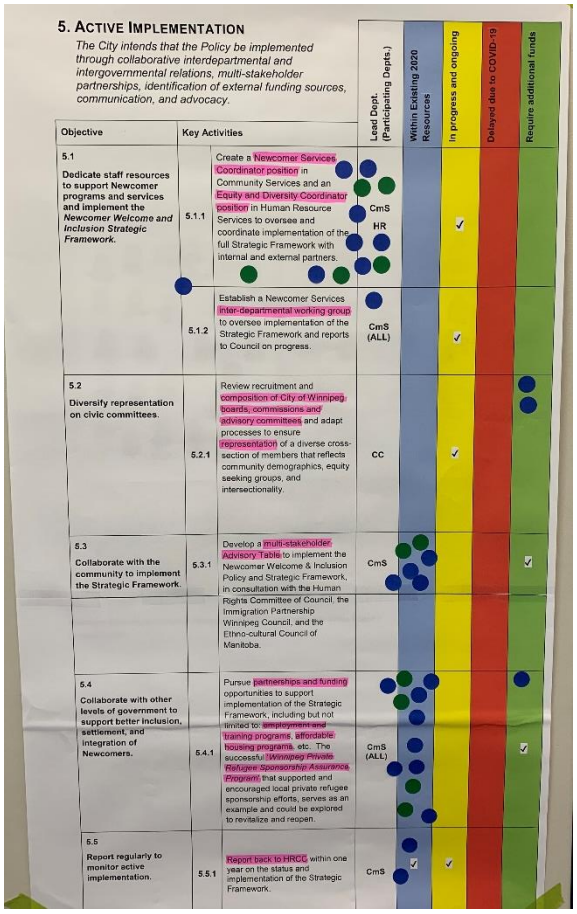
Objective		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Require additional funds
3.1 Support and encourage Newcomers to access City services.	3.1.1	Explore and develop a 'welcome pass' for newcomers providing free or low-cost access to City of Winnipeg programs and services during their first year in Canada (i.e., public transit, recreation programs, library programs etc.).	CmS (TR)				✓
	3.1.2	Explore partnerships to enhance and expand the programs and services included in 'welcome pass' (i.e., museums, sports and entertainment, etc.)	CmS				✓
	3.1.3	Develop process for third party referrals into the recreation fee subsidy program	CmS	✓	✓		
3.2 Improve access to recreation for Newcomers, and adapt services and programs to meet Newcomers' unique needs.	3.2.1	Review and apply methods of data collection related to participant needs, interests, barriers, etc., to inform future program development.	CmS	✓		✓	
	3.2.2	Promote, strengthen and increase access to low-cost, specialized swimming and skating programs for children and adults and improve access to pools, rinks and other recreation spaces	CmS	✓			
	3.2.3	Identify and advance opportunities to enhance, promote and increase culturally appropriate policies, procedures, programs, services and City facilities, particularly in identified areas of higher need.	CmS (ALL)	✓	✓		
3.3 Support Newcomer community use of City facilities.	3.3.1	Increase to the annual General Council of Winnipeg Community Centres (GCWCC) programming grant to establish a small grants fund for community centres for the development of welcome and inclusion programs and activities for newcomers, with particular emphasis on children, youth and women	CmS				
	3.3.2	Work with the GCWCC and community centres to support inclusive and welcoming programs for newcomers. Activities may include bilingual/newcomer cultural competency training for community centre boards and key staff, increased sport opportunities for newcomer children, etc	CmS	✓	✓		
	3.3.3	Work to promote and enhance access to lease/use open space for agriculture and community gardens (i.e. community garden space, outdoor recreation space, fee waivers for facility bookings, etc.).	CmS (PPD, PW)	✓	✓		



4. A Representative Workforce

The City will strive to build a workforce that represents the population it serves.

Objective		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Required additional funds
4.1 Diversify the Public Service by creating opportunities for Newcomers and employment equity seeking groups.	4.1.1	Develop a Diversity Hiring Program aimed at increasing employment opportunities for newcomers and employment equity groups. Program components to include: dedicated HR staff position on equity and diversity, data collection and monitoring, employment equity training, language skills inventory, development of targets and timelines for equity hiring, etc.	HR				✓
4.2 Create training and employment opportunities for Newcomer youth at the City.	4.2.1	Develop a 'Newcomer Youth Employment Strategy'. Activities to include: seeking senior government funding for paid internships, targeted newcomer job fairs/recruitment drives, consideration of 'newcomer preferred' designations for some positions in areas with high newcomer populations, etc.	HR (ALL)				✓
4.3 Build a Winnipeg Police Service and Winnipeg Fire Paramedic Service that represent the demographics of the communities they serve.	4.3.1	Review and work to address potential barriers for newcomers and employment equity groups seeking to enter various careers within the Winnipeg Police Service and Winnipeg Fire Paramedic Service.	WPS WFPS	✓		✓	
	4.3.2	Develop and pilot a mentorship program for newcomer candidates seeking to enter the police force.	WPS	✓		✓	
4.4 Support Newcomer employment opportunities through social procurement policies and related initiatives.	4.4.1	Develop social procurement strategies to create employment opportunities for marginalized groups who face barriers to employment.	CmS (FIN)		✓		
	4.4.2	Explore opportunities to develop a Municipal Nominee Program with provincial and federal partners to enhance immigrant recruitment to Winnipeg.	HR (CmS)				✓



5. Active Implementation

The City intends that the Policy be implemented through collaborative interdepartmental and intergovernmental relations, multi-stakeholder partnerships, identification of external funding sources, communication, and advocacy.

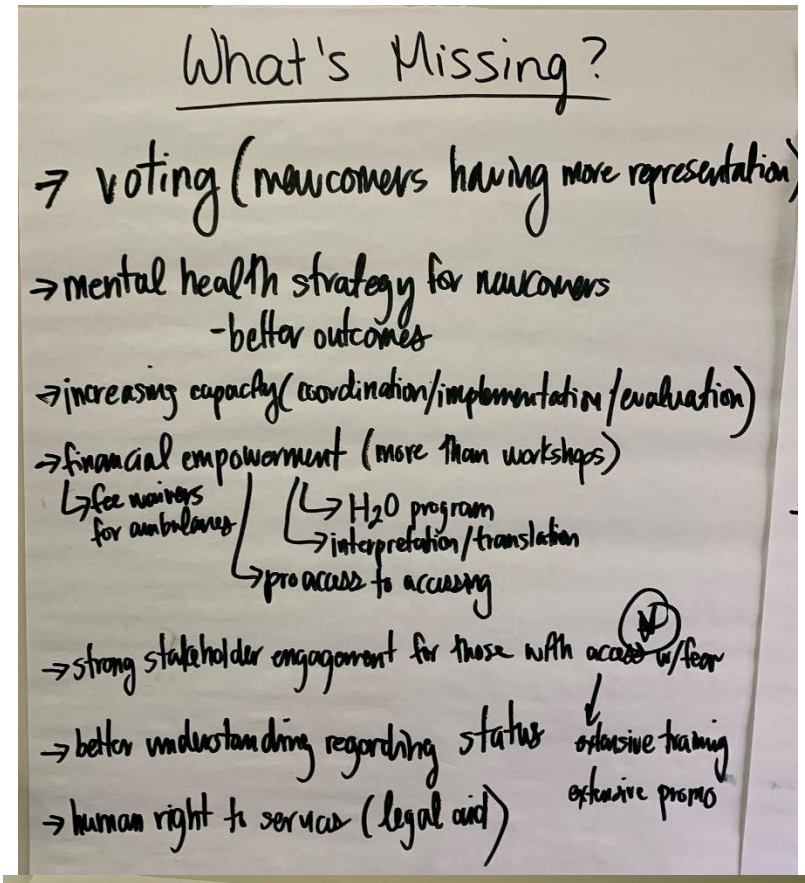
Objective		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Require additional funds
5.1 Dedicate staff resources to support Newcomer programs and services and implement the *Newcomer Welcome and Inclusion Strategic Framework*.	5.1.1	Create a Newcomer Services Coordinator position in Community Services and an Equity and Diversity Coordinator position in Human Resource Services to oversee and coordinate implementation of the full Strategic Framework with internal and external partners.	CmS HR		✓		
	5.1.2	Establish a Newcomer Services inter-departmental working group to oversee implementation of the Strategic Framework and reports to Council on progress.	CmS (ALL)		✓		
5.2 Diversify representation on civic committees.	5.2.1	Review recruitment and composition of City of Winnipeg boards, commissions and advisory committees and adapt processes to ensure representation of a diverse cross-section of members that reflects community demographics, equity seeking groups, and intersectionality.	CC		✓		✓
5.3 Collaborate with the community to implement the Strategic Framework.	5.3.1	Develop a multi-stakeholder Advisory Table to implement the Newcomer Welcome & Inclusion Policy and Strategic Framework, in consultation with the Human Rights Committee of Council, the Immigration Partnership Winnipeg Council, and the Ethno-cultural Council of Manitoba.	CmS				✓
5.4 Collaborate with other levels of government to support better inclusion, settlement, and integration of Newcomers.	5.4.1	Pursue partnerships and funding opportunities to support implementation of the Strategic Framework, including but not limited to employment and training programs, affordable housing programs, etc. The successful *Winnipeg Private Refugee Sponsorship Assurance Program* that supported and encouraged local private refugee sponsorship efforts, serves as an example and could be explored to revitalize and reopen.	CmS (ALL)				✓
5.5 Report regularly to monitor active implementation.	5.5.1	Report back to HRCC within one year on the status and implementation of the Strategic Framework.	CmS	✓	✓		

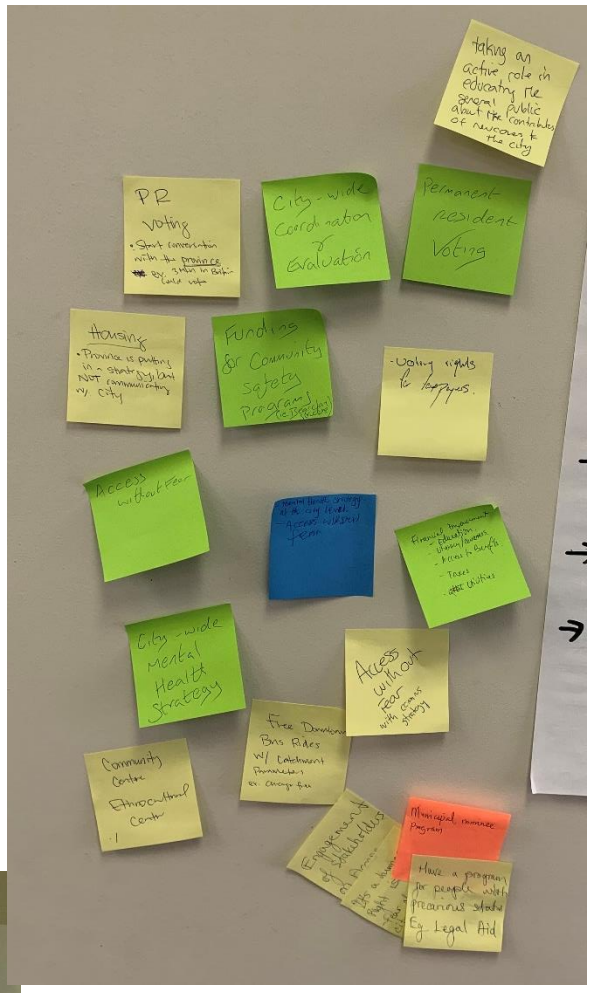
Group discussion:

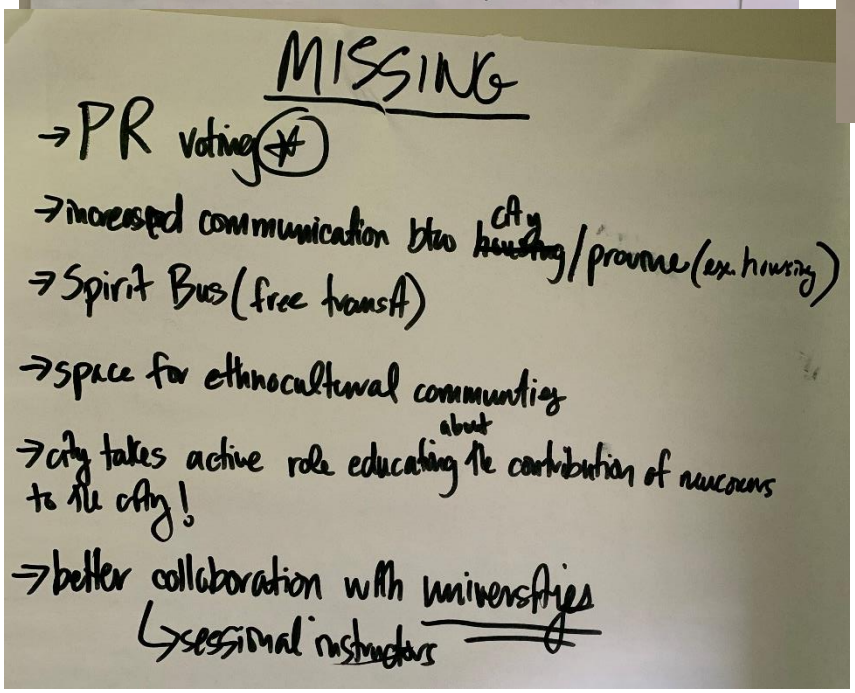
- 2.2.1 – Partner in a city-wide anti-racism campaign with community groups to combat negative attitudes and discrimination towards newcomers, racialized communities and Indigenous residents:
    - There needs to be some training for City staff at all levels.
    - Humility – How to interact with all people. Instead of a one-off training, it becomes part of regular development for staff.
    - No one will put their hand up and say they are racist. We need to create space for people to learn and shape how they do things and look at things.
    - Training helps with culture change. Continued commitment to the training.
    - Training should be constant and continuous.
    - Training is imbedded in culture change.
- 3.2.1 – Review and apply methods of data collection related to participant needs, interests, barriers, etc., to inform future program development.:
    - It is important to have data to know where the needs are within areas of the City so that decisions for resources, programming, etc. are based on data, not on assumptions.
    - Would like to see more financial empowerment programs, including adaptive programs.
    - Data is powerful to demonstrate success and accountability for the City.
    - Use the tools that you have at the City to promote success stories from the policy – highlight these stories in the Community.
    - How will you collect data to be able to segment it for future needs? Will it be based on language, race, other demographic factors? We need to have information based on more than language.
    - Data is needed to support policy changes. All of these causes need data to support and demonstrate their needs.
- 5.4.1 – Pursue partnerships and funding opportunities to support implementation of the Strategic Framework, including but not limited to: employment and training programs, affordable housing programs, etc.
    - More partnerships to support employment opportunities
    - Three levels of government are not connecting the way they need to. There is duplication and gaps in programs and services.

Gaps

What key activities or themes are currently missing that should be in the policy?







Sticky notes:

- Taking an active role in educating the general public about the contribution of newcomers to the City
- PR voting – Start the conversation with the province. Example: 3 months in Britain could vote
- City-wide coordination and evaluation
- Permanent resident voting
- Housing – Province is putting in a strategy, but not communication with the City
- Funding for Community Safety Programs (i.e. Bear Clan structure)
- Voting rights for tax payers
- Access without Fear
- Mental Health Strategy at the City level
- Access without Fear
- Financial Empowerment
    - Education
    - Literacy/awareness
    - Access to benefits
    - Taxes
    - Utilities
- City-wide mental health strategy
- Access without Fear with comms strategy
- Community Centre Ethno-cultural Centre
- Free Downtown Bus rides with catchment parameters example: Chicago free
- Engagement of stakeholders on Access without Fear
- It's a human rights issue
- Municipal nominee program
- Have a program for people with precarious status. Example: Legal Aid

Group discussion:

- City campaign – outreach/communication strategy
- Financial literacy and empowerment (more than workshops) – support for taxes and benefit applications, more access to the H20 program, interpretation/translation, there are trust barriers, education and basic needs and living
    - Proactive piece of accessing benefits
- Permanent resident voting
- Access without Fear
- Voting – political representation
- We need a broader mental health strategy for newcomers with better outcomes, including community safety. Newcomers face a lot of barriers and challenges which can affect mental health and the ability to thrive.
- Increasing capacity for the work the City is doing, dedicated role for coordination

- Strong stakeholder engagements for people with Access without Fear that includes extensive training and promotion
- You have a human right to access services – legal aid session to people in those precarious positions
- Better communication between the City and Province
- Housing
- Free Downtown Bus ride – bring back the Spirit but also bring it to communities outside of Downtown
- City should get more involved in an ethno-cultural facility
- City should take an active role of communicating the role and benefits of newcomers within City
- Work with University, get more involved in changes in the educational system

Newcomer Welcome and Inclusion Policy & Strategic Framework - Phase 3 Implementation Plan

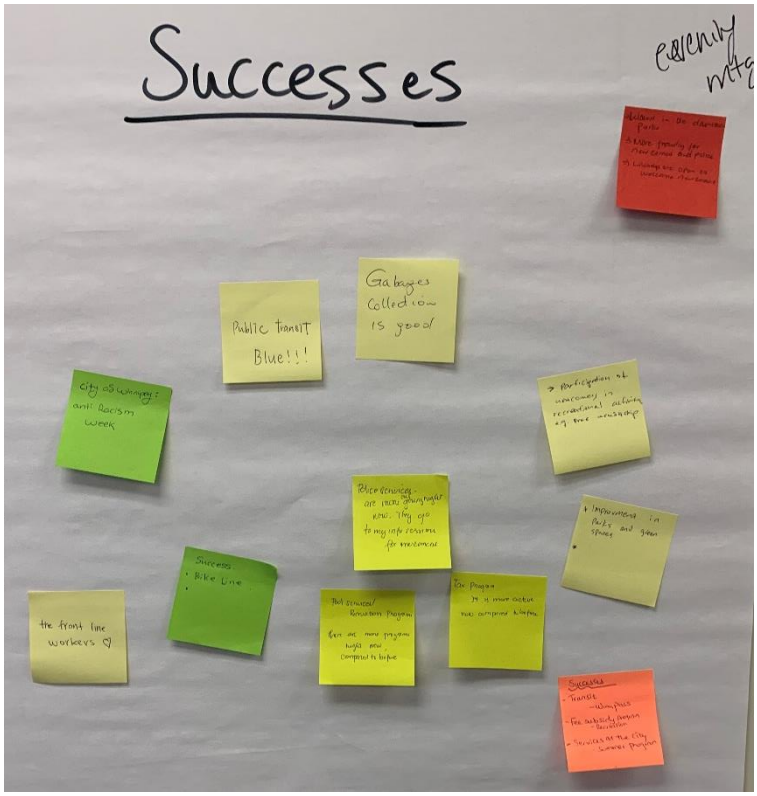
Workshop #2 – Ethno-cultural organizations and newcomer youth

Location:	St. Boniface Library	**Date:**	September 20, 2022
Attendees:	16	**Time:**	5:30 – 7:30 p.m.

Workshop Notes:

Successes

What are some of the successes you associate with the Newcomer Welcome and Inclusion Policy?



Sticky notes:

- The font line workers
- Bike Line
- Transit – WINNpass
- Fee subsidy program – recreation
- Services at the City – summer program
- Tax program – It is more active now compared to before

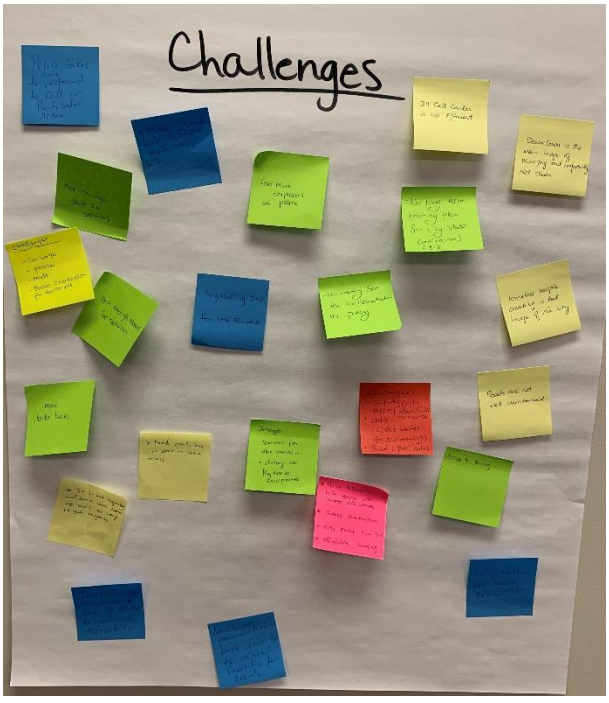
- Pool services/recreation program
- There are more programs right now compare to before
- Improvement in parks and green spaces
- Police services – are more out going right now. They go to my info sessions for newcomers.
- Participation of newcomers in recreational activities e.g. free memberships
- City of Winnipeg: anti-racism week
- Public transit blue!!!
- Garbage collection is good
- Workers in the downtown parks
- More friendly for newcomers and police
- Libraries are open to welcome newcomers

Group discussion:

- Partnered with the City for anti-racism week which was really positive
- Newcomer welcome fair – great opportunity to bring together newcomers and community members
- Bus fare – 50% discount (WINNpass)
- Recreation – Free pass for one year for the gyms
    - If you print more temporary passes, it should be the ethno cultural center of Manitoba (name the organization) distribute
- Welcome pass – has not been established yet (ideal)

Challenges

What are some of the challenges you associate with the Newcomer Welcome and Inclusion Policy?



Sticky notes:

- Newcomer communities have challenges to access facilities for events
- Barriers for newcomer kids to attend recreational activities
- 311 is not responding and some cases have to wait so long to get response
- Long waiting for services and resources
- Access to housing
- Police interaction with people with language difficulties
- Roads construction
- City phone line 311
- Affordable housing
- Newcomer from other provinces is a challenge because they have no service providers
- Road condition is poor in some areas
- Roads are not well maintained
- Safety (City, police/downtown homeless)
- Water
- Clear lake for swimming
- Road (pot holes)
- Homeless people creating a bad image for the City
- No long-term training plan for City staff (antiracism) D.E.I.
- Downtown is the main image of Winnipeg but unfortunately not clean
- 311 call centre is not efficient
- No money for the implementation of the policy
- More bike lanes
- Long waiting time for some resources
- Not enough money for services
- Too much emphasis on police
- Garage
- Police
- Roads
- Better orientation for newcomers
- Police needs more cultural awareness
- Police takes time to respond to call in particular areas
- Not enough staff for services

Group discussion:

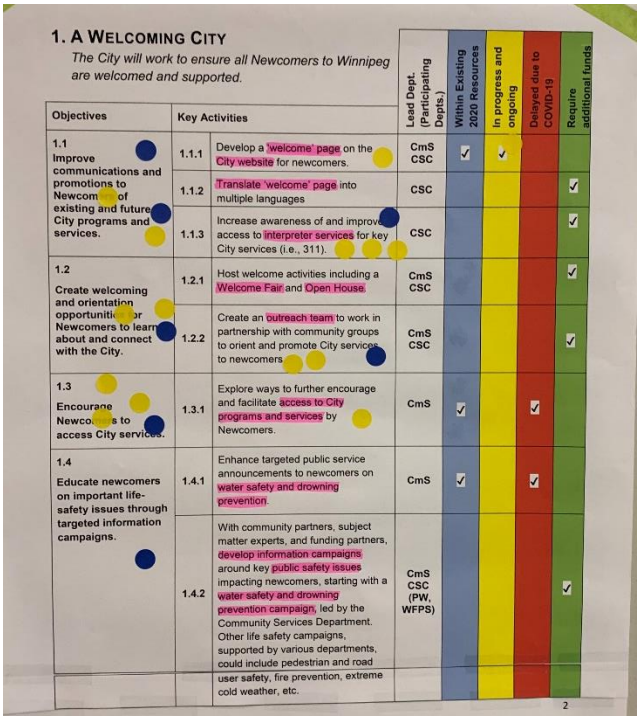
- Lack of orientation information (Example: Took four months to learn of the WINNpass)
- Gap – Reaching newcomers that don't go to settlement organizations; those that are sponsored by family.
    - Idea: City should be doing the outreach and a campaign strategy.

- Idea: Give more resources (funding) to community organizations to do outreach in order to meet people where they are at.
- Idea: Look at models where outreach in the community is working in smaller centres

- Translation – The information needs to be translated in multiple languages
- Communication strategies – What is the best option to connect to newcomers. The best way to help them is through their communities. We need to streamline services faster. You get bounced around from one referral to another until you can access the programs and services you need
- 311 is not a regular point of contact to access information
- 70 percent of newcomers are not accessing services because they are not comfortable or aware
  - Directly engage the community in a place that is accessible to them
  - Local health involvement group through the WRHA
- DEFT Training and other training
  - Lack of information about programs
  - Language and cultural barriers to accessing training programs
  - Screening process – is this a hindrance
- How can we guide youth to find out about programs and career development?
  - More outreach in schools to learn about career and training opportunities

Key activities

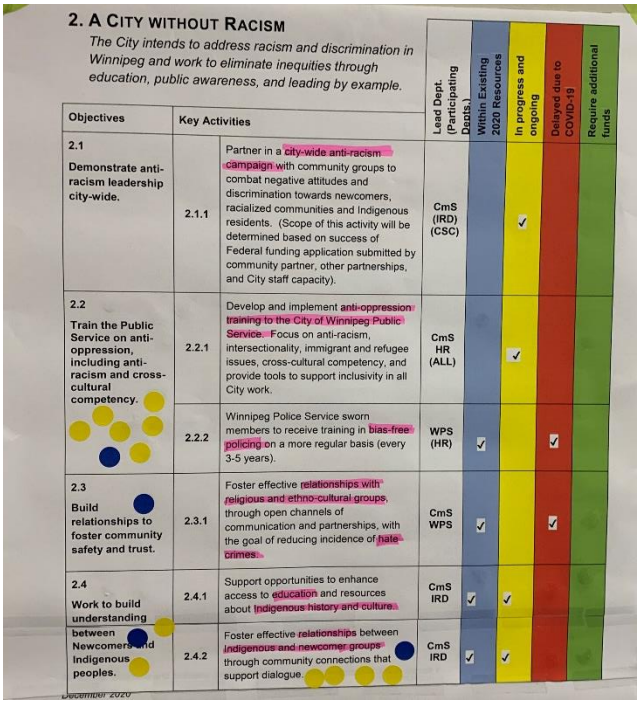
What key activities should be prioritized in the next phase of implementation?



1. A Welcoming City

The City will work to ensure all Newcomers to Winnipeg are welcomed and supported.

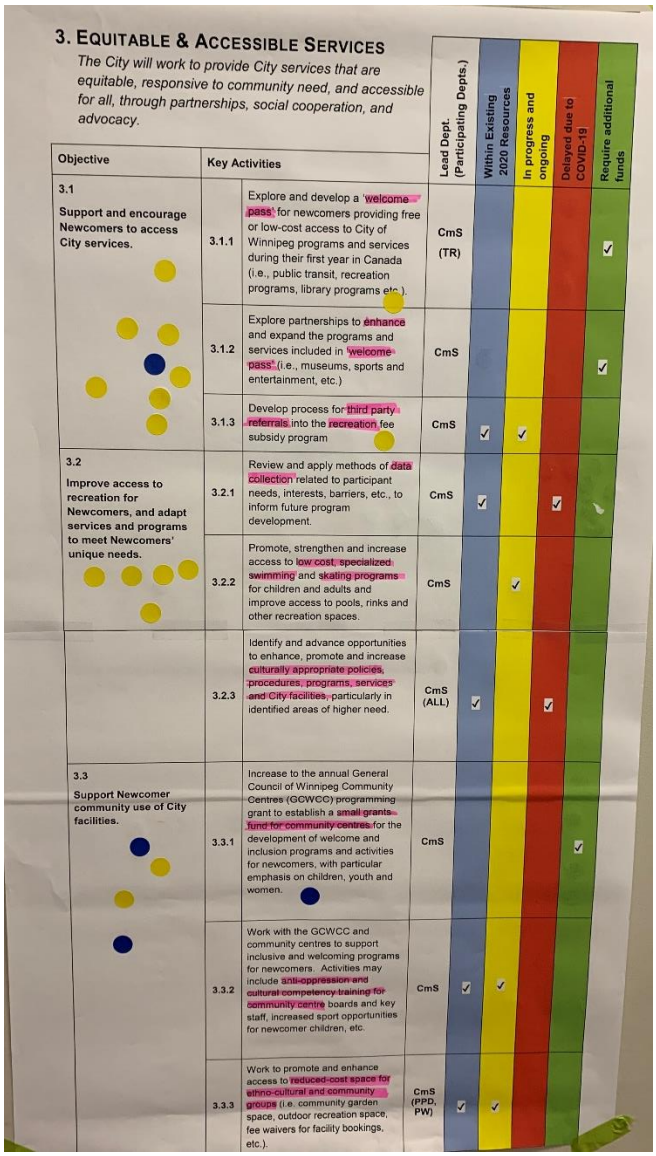
Objectives		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Require additional funds
1.1 Improve communications and promotions to Newcomers of existing and future City programs and services.	1.1.1	Develop a 'welcome' page on the City website for newcomers.	CmS CSC	✓	✓		
	1.1.2	Translate 'welcome' page into multiple languages	CSC				✓
	1.1.3	Increase awareness of and improve access to interpreter services for key City services (i.e., 311).	CSC				✓
1.2 Create welcoming and orientation opportunities for Newcomers to learn about and connect with the City.	1.2.1	Host welcome activities including a Welcome Fair and Open House.	CmS CSC				✓
	1.2.2	Create an outreach team to work in partnership with community groups to orient and promote City services to newcomers.	CmS CSC				✓
1.3 Encourage Newcomers to access City services.	1.3.1	Explore ways to further encourage and facilitate access to City programs and services by Newcomers.	CmS	✓		✓	
1.4 Educate newcomers on important life-safety issues through targeted information campaigns.	1.4.1	Enhance targeted public service announcements to newcomers on water safety and drowning prevention.	CmS	✓		✓	
	1.4.2	With community partners, subject matter experts, and funding partners, develop information campaigns around key public safety issues impacting newcomers, starting with a water safety and drowning prevention campaign, led by the Community Services Department. Other life safety campaigns, supported by various departments, could include pedestrian and road user safety, fire prevention, extreme cold weather, etc.	CmS CSC (PW, WFPS)				✓



2. A City without Racism

The City intends to address racism and discrimination in Winnipeg and work to eliminate inequities through education, public awareness, and leading by example.

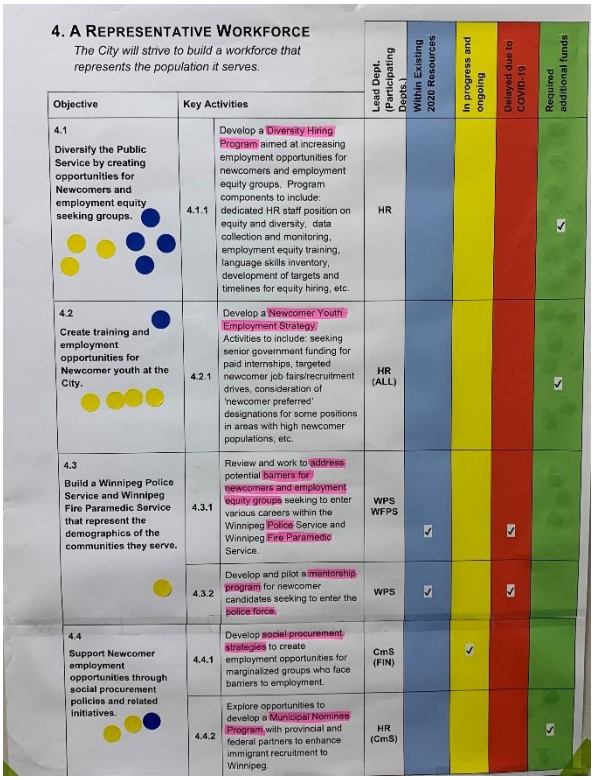
Objectives		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Require additional funds
2.1 Demonstrate anti-racism leadership city-wide.	2.1.1	Partner in a city-wide anti-racism campaign with community groups to combat negative attitudes and discrimination towards newcomers, racialized communities and Indigenous residents. (Scope of this activity will be determined based on success of Federal funding application submitted by community partner, other partnerships, and City staff capacity).	CmS (IRD) (CSC)		✓		
2.2 Train the Public Service on anti-oppression, including anti-racism and cross-cultural competency.	2.2.1	Develop and implement anti-oppression training to the City of Winnipeg Public Service. Focus on anti-racism, intersectionality, immigrant and refugee issues, cross-cultural competency, and provide tools to support inclusivity in all City work.	CmS HR (ALL)		✓		
	2.2.2	Winnipeg Police Service sworn members to receive training in bias-free policing on a more regular basis (every 3-5 years).	WPS (HR)	✓		✓	
2.3 Build relationships to foster community safety and trust.	2.3.1	Foster effective relationships with religious and ethno-cultural groups, through open channels of communication and partnerships, with the goal of reducing incidence of hate crimes.	CmS WPS	✓		✓	
2.4 Work to build understanding between Newcomers and Indigenous peoples.	2.4.1	Support opportunities to enhance access to education and resources about Indigenous history and culture.	CmS IRD	✓	✓		
	2.4.2	Foster effective relationships between Indigenous and newcomer groups through community connections that support dialogue.	CmS IRD	✓	✓		



3. Equitable & Accessible Services

The City will work to provide City services that are equitable, responsive to community need, and accessible for all, through partnerships, social cooperation, and advocacy.

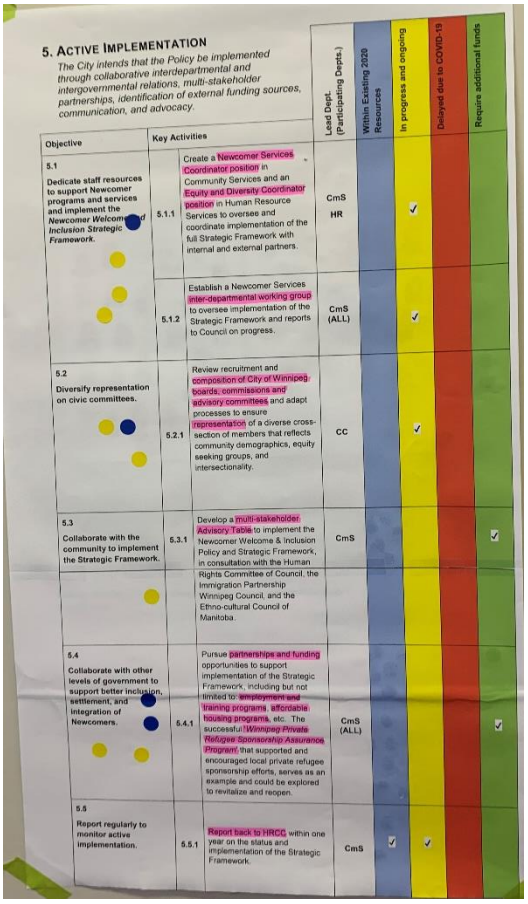
Objective		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Require additional funds
3.1 Support and encourage Newcomers to access City services.	3.1.1	Explore and develop a 'welcome pass' for newcomers providing free or low-cost access to City of Winnipeg programs and services during their first year in Canada (i.e., public transit, recreation programs, library programs etc.).	CmS (TR)				✓
	3.1.2	Explore partnerships to enhance and expand the programs and services included in 'welcome pass' (i.e., museums, sports and entertainment, etc.)	CmS				✓
	3.1.3	Develop process for third party referrals into the recreation fee subsidy program	CmS	✓	✓		
3.2 Improve access to recreation for Newcomers, and adapt services and programs to meet Newcomers' unique needs.	3.2.1	Review and apply methods of data collection related to participant needs, interests, barriers, etc., to inform future program development.	CmS	✓		✓	
	3.2.2	Promote, strengthen and increase access to low cost, specialized swimming and skating programs for children and adults and improve access to pools, rinks and other recreation spaces.	CmS		✓		
	3.2.3	Identify and advance opportunities to enhance, promote and increase culturally appropriate policies, procedures, programs, services and City facilities, particularly in identified areas of higher need.	CmS (ALL)	✓		✓	
3.3 Support Newcomer community use of City facilities.	3.3.1	Increase to the annual General Council of Winnipeg Community Centres (GCWCC) programming grant to establish a small grants fund for community centres for the development of welcome and inclusion programs and activities for newcomers, with particular emphasis on children, youth and women.	CmS				✓
	3.3.2	Work with the GCWCC and community centres to support inclusive and welcoming programs for newcomers. Activities may include anti-oppression and cultural competency training for community centre boards and key staff, increased sport opportunities for newcomer children, etc.	CmS	✓	✓		
	3.3.3	Work to promote and enhance access to reduced-cost space for ethno-cultural and community groups (i.e. community garden space, outdoor recreation space, fee waivers for facility bookings, etc.).	CmS (PPD, PW)	✓	✓		



4. A Representative Workforce

The City will strive to build a workforce that represents the population it serves.

Objective		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Required additional funds
4.1 Diversify the Public Service by creating opportunities for Newcomers and employment equity seeking groups.	4.1.1	Develop a Diversity Hiring Program aimed at increasing employment opportunities for newcomers and employment equity groups. Program components to include: dedicated HR staff position on equity and diversity; data collection and monitoring, employment equity training, language skills inventory, development of targets and timelines for equity hiring, etc.	HR				✓
4.2 Create training and employment opportunities for Newcomer youth at the City.	4.2.1	Develop a Newcomer Youth Employment Strategy. Activities to include: seeking senior government funding for paid internships, targeted newcomer job fairs/recruitment drives, consideration of 'newcomer preferred' designations for some positions in areas with high newcomer populations, etc.	HR (ALL)				✓
4.3 Build a Winnipeg Police Service and Winnipeg Fire Paramedic Service that represent the demographics of the communities they serve.	4.3.1	Review and work to address potential barriers for newcomers and employment equity groups seeking to enter various careers within the Winnipeg Police Service and Winnipeg Fire Paramedic Service.	WPS WFPS	✓		✓	
	4.3.2	Develop and pilot a mentorship program for newcomer candidates seeking to enter the police force.	WPS	✓		✓	
4.4 Support Newcomer employment opportunities through social procurement policies and related initiatives.	4.4.1	Develop social procurement strategies to create employment opportunities for marginalized groups who face barriers to employment.	CmS (FIN)		✓		
	4.4.2	Explore opportunities to develop a Municipal Nominee Program with provincial and federal partners to enhance immigrant recruitment to Winnipeg.	HR (CmS)				✓



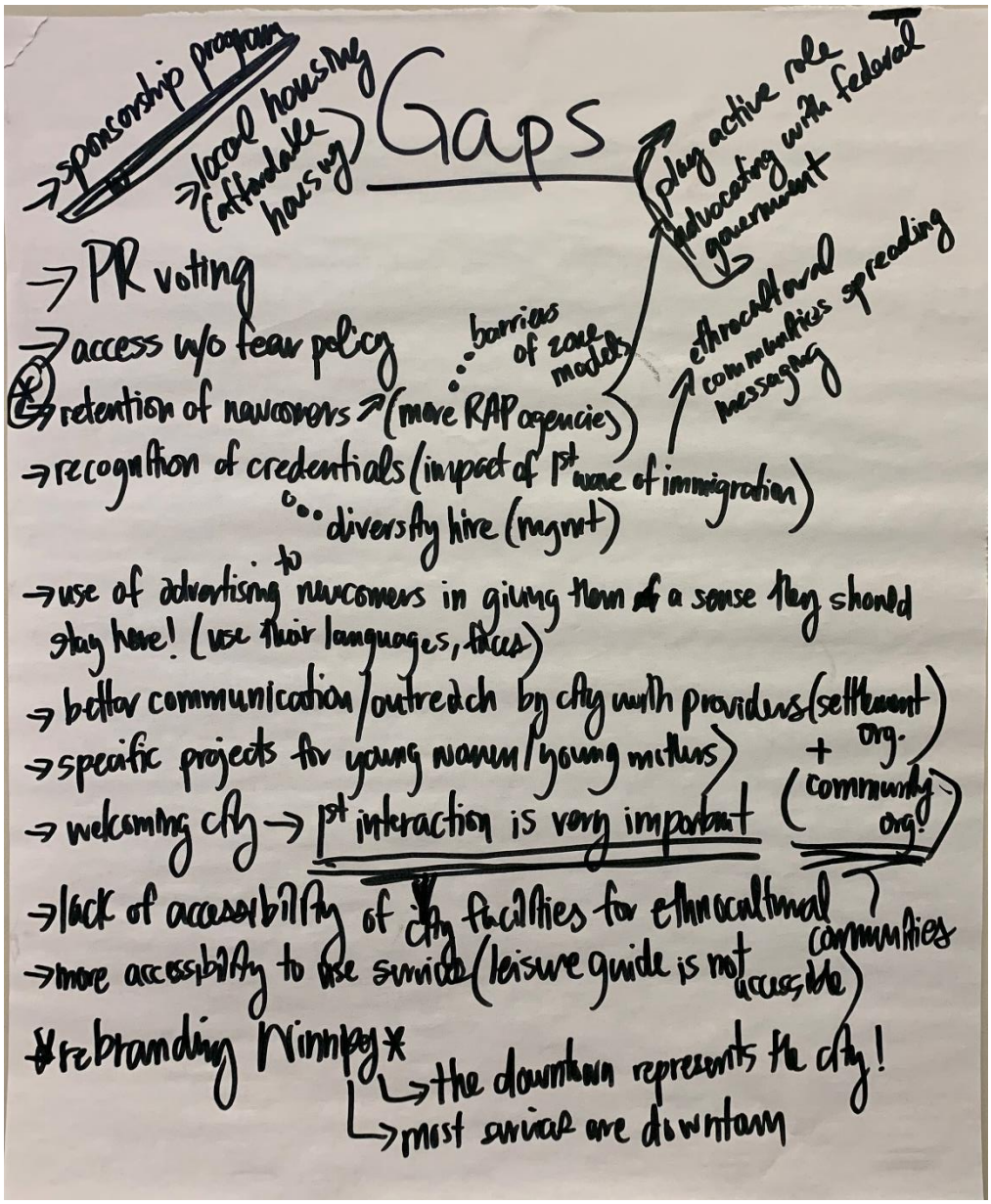
5. Active Implementation

The City intends that the Policy be implemented through collaborative interdepartmental and intergovernmental relations, multi-stakeholder partnerships, identification of external funding sources, communication, and advocacy.

Objective		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Require additional funds
5.1 Dedicate staff resources to support Newcomer programs and services and implement the *Newcomer Welcome and Inclusion Strategic Framework*.	5.1.1	Create a Newcomer Services Coordinator position in Community Services and an Equity and Diversity Coordinator position in Human Resource Services to oversee and coordinate implementation of the full Strategic Framework with internal and external partners.	CmS HR		✓		
	5.1.2	Establish a Newcomer Services inter-departmental working group to oversee implementation of the Strategic Framework and reports to Council on progress.	CmS (ALL)		✓		
5.2 Diversify representation on civic committees.	5.2.1	Review recruitment and composition of City of Winnipeg boards, commissions and advisory committees and adapt processes to ensure representation of a diverse cross-section of members that reflects community demographics, equity seeking groups, and intersectionality.	CC		✓		
5.3 Collaborate with the community to implement the Strategic Framework.	5.3.1	Develop a multi-stakeholder Advisory Table to implement the Newcomer Welcome & Inclusion Policy and Strategic Framework, in consultation with the Human Rights Committee of Council, the Immigration Partnership Winnipeg Council, and the Ethno-cultural Council of Manitoba.	CmS				✓
5.4 Collaborate with other levels of government to support better inclusion, settlement, and integration of Newcomers.	5.4.1	Pursue partnerships and funding opportunities to support implementation of the Strategic Framework, including but not limited to: employment and training programs, affordable housing programs, etc. The successful Winnipeg Private Refugee Sponsorship Assurance Program, that supported and encouraged local private refugee sponsorship efforts, serves as an example and could be explored to revitalize and reopen.	CmS (ALL)				✓
5.5 Report regularly to monitor active implementation.	5.5.1	Report back to HRCC within one year on the status and implementation of the Strategic Framework.	CmS	✓	✓		

Gaps

What key activities or themes are currently missing that should be in the policy?



Group discussion:

- Permanent Resident right to vote
- Access without Fear
- Retention of newcomers
    - As more and more communities come they will talk to that community; they hear the negative (word of mouth) – not easy to access services or get credentials, if your needs

are not met you will share that within the community and it may make people want to go elsewhere in Canada.
    - People come with the mindset that the bigger the City, the better. No one has heard of Winnipeg.
    - Need a retention strategy.
    - Most professionals will leave the City if they cannot get a job right away because there is a better chance they can get a job in a larger City like Toronto.
    - First impressions of Winnipeg are important, first interactions
        - Not clean, bad roads
        - First interaction: Experience: "Welcome, get your bags and let's go."
        - Idea: City welcoming crew Government assisted refugees – can only have
- More RAP agencies are needed
    - Immense barriers in the zone model that has been implemented lately; the funding model is stifling action: a City role could be to advocate to the federal government who dictates the funding model.
    - Too difficult to access settlement services.
- Foreign credentials are quite exclusive and tough to get
    - Is this something the City could to do remove the barriers and get people to work for the City?
- Communities and City and settlement organizations – need a bridge between them all to be able to pass resources on to newcomers
- Programs for newcomer moms
- Partnership with community organizations – more
- Idea: City spaces used by newcomer community groups. Cost is prohibitive.
- Barrier to access programs
    - Idea: Pilot, specialized, targeted programs and how to navigate the Leisure programs.
- Bring back the Winnipeg Private Refugee Sponsorship Assurance Program
- Rebranding the Winnipeg
    - Unfortunately, Downtown is the worst part of the City and Downtown is usually the best part of the City.
    - Newcomers are living Downtown which is not safe.
- Low income affordable housing to support newcomers.
- Employment mobility pathway pilot
    - Idea: City of Winnipeg could work to find skilled refugees

Appendix B – Workshop Results

Appendix B: Workshop Results – Dotmocracy Activity

1. A Welcoming City The City will work to ensure all Newcomers to Winnipeg are welcomed and supported.				
Rank	**Objectives**	**Key Activities**		**Dots**
13	1.1 Improve communications and promotions to Newcomers of existing and future City programs and services.	1.1.1	Develop a 'welcome' page on the City website for newcomers.	3
14		1.1.2	Translate 'welcome' page into multiple languages	2
9		1.1.3	Increase awareness of and improve access to interpreter services for key City services (i.e., 311).	7
12	1.2 Create welcoming and orientation opportunities for Newcomers to learn about and connect with the City.	1.2.1	Host welcome activities including a Welcome Fair and Open House.	4
9		1.2.2	Create an outreach team to work in partnership with community groups to orient and promote City services to newcomers.	7
9	1.3 Encourage Newcomers to access City services.	1.3.1	Explore ways to further encourage and facilitate access to City programs and services by Newcomers.	7
16	1.4 Educate newcomers on important life-safety issues through targeted information campaigns.	1.4.1	Enhance targeted public service announcements to newcomers on water safety and drowning prevention.	0
15		1.4.2	With community partners, subject matter experts, and funding partners, develop information campaigns around key public safety issues impacting newcomers, starting with a water safety and drowning prevention campaign, led by the Community Services Department. Other life safety campaigns, supported by various departments, could include pedestrian and road user safety, fire prevention, extreme cold weather, etc.	1

2. A City Without Racism

The City intends to address racism and discrimination in Winnipeg and work to eliminate inequities through education, public awareness, and leading by example.

Rank	Objectives	Key Activities		Dots
15	2.1 Demonstrate anti-racism leadership city-wide.	2.1.1	Partner in a city-wide anti-racism campaign with community groups to combat negative attitudes and discrimination towards newcomers, racialized communities and Indigenous residents. (Scope of this activity will be determined based on success of Federal funding application submitted by community partner, other partnerships, and City staff capacity).	1
1	2.2 Train the Public Service on anti-oppression, including anti-racism and cross-cultural competency. *Key activities 2.2.1 and 2.2.2 were combined for this activity based on participant feedback.	2.2.1	Develop and implement anti-oppression training to the City of Winnipeg Public Service. Focus on anti-racism, intersectionality, immigrant and refugee issues, cross-cultural competency, and provide tools to support inclusivity in all City work.*	19
		2.2.2	Winnipeg Police Service sworn members to receive training in bias-free policing on a more regular basis (every 3-5 years).*	
14	2.3 Build relationships to foster community safety and trust.	2.3.1	Foster effective relationships with religious and ethno-cultural groups, through open channels of communication and partnerships, with the goal of reducing incidence of hate crimes.	2
11	2.4	2.4.1	Support opportunities to enhance access to education and resources about Indigenous history and culture.	5

2. A City Without Racism

The City intends to address racism and discrimination in Winnipeg and work to eliminate inequities through education, public awareness, and leading by example.

Rank	Objectives	Key Activities		Dots
7	Work to build understanding between Newcomers and Indigenous people.	2.4.2	Foster effective relationships between Indigenous and newcomer groups through community connections that support dialogue.	10

3. Equitable & Accessible Services

The City will work to provide City services that are equitable, responsive to community need, and accessible for all, through partnerships, social cooperation, and advocacy.

Rank	Objective	Key Activities		Dots
11	3.1 Support and encourage Newcomers to access City services.	3.1.1	Explore and develop a 'welcome pass' for newcomers providing free or low-cost access to City of Winnipeg programs and services during their first year in Canada (i.e., public transit, recreation programs, library programs etc.).	5
10		3.1.2	Explore partnerships to enhance and expand the programs and services included in 'welcome pass' (i.e., museums, sports and entertainment, etc.)	6
13		3.1.3	Develop process for third party referrals into the recreation fee subsidy program	3
6	3.2 Improve access to recreation for Newcomers, and adapt services and	3.2.1	Review and apply methods of data collection related to participant needs, interests, barriers, etc., to inform future program development.	11

3. Equitable & Accessible Services The City will work to provide City services that are equitable, responsive to community need, and accessible for all, through partnerships, social cooperation, and advocacy.				
Rank	**Objective**	**Key Activities**		**Dots**
10	programs to meet Newcomers' unique needs.	3.2.2	Promote, strengthen and increase access to low cost, specialized swimming and skating programs for children and adults and improve access to pools, rinks and other recreation spaces.	6
15		3.2.3	Identify and advance opportunities to enhance, promote and increase culturally appropriate policies, procedures, programs, services and City facilities, particularly in identified areas of higher need.	1
8	3.3 Support Newcomer community use of City facilities.	3.3.1	Increase to the annual General Council of Winnipeg Community Centres (GCWCC) programming grant to establish a small grants fund for community centres for the development of welcome and inclusion programs and activities for newcomers, with particular emphasis on children, youth and women.	8
15		3.3.2	Work with the GCWCC and community centres to support inclusive and welcoming programs for newcomers. Activities may include anti-oppression and cultural competency training for community centre boards and key staff, increased sport opportunities for newcomer children, etc.	1
16		3.3.3	Work to promote and enhance access to reduced-cost space for ethno-cultural and community groups (i.e. community garden space, outdoor recreation space, fee waivers for facility bookings, etc.).	0

4. A Representative Workforce The City will strive to build a workforce that represents the population it serves.				
Rank	**Objective**	**Key Activities**		**Dots**
3	4.1 Diversify the Public Service by creating opportunities for Newcomers and employment equity seeking groups.	4.1.1	Develop a Diversity Hiring Program aimed at increasing employment opportunities for newcomers and employment equity groups. Program components to include: dedicated HR staff position on equity and diversity, data collection and monitoring, employment equity training, language skills inventory, development of targets and timelines for equity hiring, etc.	16
5	4.2 Create training and employment opportunities for Newcomer youth at the City.	4.2.1	Develop a Newcomer Youth Employment Strategy. Activities to include: seeking senior government funding for paid internships, targeted newcomer job fairs/recruitment drives, consideration of 'newcomer preferred' designations for some positions in areas with high newcomer populations, etc.	12
13	4.3 Build a Winnipeg Police Service and Winnipeg Fire Paramedic Service that represent the demographics of the communities they serve.	4.3.1	Review and work to address potential barriers for newcomers and employment equity groups seeking to enter various careers within the Winnipeg Police Service and Winnipeg Fire Paramedic Service.	3
15		4.3.2	Develop and pilot a mentorship program for newcomer candidates seeking to enter the police force.	1
16	4.4	4.4.1	Develop social procurement strategies to create employment opportunities for marginalized groups who face barriers to employment.	0

4. A Representative Workforce
The City will strive to build a workforce that represents the population it serves.

Rank	Objective	Key Activities		Dots
10	Support Newcomer employment opportunities through social procurement policies and related initiatives.	4.4.2	Explore opportunities to develop a Municipal Nominee Program with provincial and federal partners to enhance immigrant recruitment to Winnipeg.	6

5. Active Implementation
The City intends that the Policy be implemented through collaborative interdepartmental and intergovernmental relations, multi-stakeholder partnerships, identification of external funding sources, communication, and advocacy.

Rank	Objective	Key Activities		Dots
4	5.1 Dedicate staff resources to support Newcomer programs and services and implement the Newcomer Welcome and Inclusion Strategic Framework.	5.1.1	Create a Newcomer Services Coordinator position in Community Services and an Equity and Diversity Coordinator position in Human Resource Services to oversee and coordinate implementation of the full Strategic Framework with internal and external partners.	15
13		5.1.2	Establish a Newcomer Services inter-departmental working group to oversee implementation of the Strategic Framework and reports to Council on progress.	3
11	5.2 Diversify representation on civic committees.	5.2.1	Review recruitment and composition of City of Winnipeg boards, commissions and advisory committees and adapt processes to ensure representation of a diverse cross-section of members that reflects community demographics, equity seeking groups, and intersectionality.	5

Rank	Objective	Key Activities		Dots
9	5.3 Collaborate with the community to implement the Strategic Framework.	5.3.1	Develop a multi-stakeholder Advisory Table to implement the Newcomer Welcome & Inclusion Policy and Strategic Framework, in consultation with the Human Rights Committee of Council, the Immigration Partnership Winnipeg Council, and the Ethno-cultural Council of Manitoba.	7
2	5.4 Collaborate with other levels of government to support better inclusion, settlement, and integration of Newcomers.	5.4.1	Pursue partnerships and funding opportunities to support implementation of the Strategic Framework, including but not limited to: employment and training programs, affordable housing programs, etc. The successful 'Winnipeg Private Refugee Sponsorship Assurance Program' that supported and encouraged local private refugee sponsorship efforts, serves as an example and could be explored to revitalize and reopen.	17
14	5.5 Report regularly to monitor active implementation.	5.5.1	Report back to HRCC within one year on the status and implementation of the Strategic Framework.	2